

ACA NR STRATEGIC PLAN

FY 2005- FY 2015

This document sets out a strategic plan for the Army Contracting Agency- Northern Region. It reviews strengths, weaknesses, threats and opportunities; presents a series of statements relating to our vision, mission, values and objectives; and sets out its proposed strategies and goals and an action plan to reach those goals.

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Version	Description	Date
1.0	Final Strategic Plan	July 6, 2005
1.1	Add contracting-related measures to goal 4 and performance action plan.	Sept. 12, 2005
1.2	Moved contracting-related measures from goal 4 to goal 3 and performance action plan.	Feb. 27, 2006
2.0	Realign Goals and Objectives to ACA HQ Strategic Plan; add balanced scorecard and strategy map	May 2006
2.1	Added the President's Management Agenda to Strategic Goals and Objectives	July 2006
3.0	Change goal 2 to reflect optimization of resources and people to more closely mirror the ACA strategic plan language.	Nov 2006
3.1	Include ASA(AL&T) MILDEP/Director, Acquisition Career Management memo calling for 75% of acquisition workforce and corps be properly certified and AAC Director Guidance Memorandum #1 dated 22 Dec 2006. Also add and update Strategic Action Plans and Performance Action Plans from final plan.	Mar 6, 2007

Figure 1- Table of Revisions

The Army Contracting Agency- Northern Region is:

- *The Army's premier installation and mission contracting team leading the way in efficient and effective contracting.*
- *Customer-driven and organized to train, equip, and project the Warfighter wherever needed to win the War on Terror.*

THE DIRECTOR'S INTENT

Our purpose is to ensure that we provide both the Army of today and tomorrow with the installation and mission contracting support to be persuasive in peace and invincible in war. We will be successful when we focus our efforts in four critical areas:

Mission- and customer- driven

Our emphasis on customer service gives us a tactical advantage of being able to react quickly and proactively to their changing mission needs. We are altering our current customer focus to that of a customer-driven organization, finding business solutions for our customers, increasing their value to their organization. ***This means a shift in perception from just being a contracting store, doing procurement work for whomever comes in, to a business services office offering customers increases in effectiveness, operational readiness, or however they are measured.*** Eventually, it means even helping our customers measure those increases, too.

Optimized Resources

Recognizing that one thing remains constant- change- means planning for success, regardless of mission. Our customers drive the processes we use to procure what makes the Army run. We make certain that we have the people and resources in place to do that efficiently. However, even the best intentioned procedures, facing a constantly evolving mission, need attention. A disciplined resource planning process- including staffing for success- will assure our continued mission accomplishment.

Better processes for better contracting

An effective and efficient procurement process is free from wasted time and resources and has a greater chance of predictable success. Consistent, repeatable outcomes are possible with a continuous process improvement plan. Once in place, monitoring and adjusting all processes will lead to lower procurement costs, decreased lead times and raving fans for customers.

Agile and Dynamic Professionals

Above all, our number one resource is our people. At ACA NR, we remain committed to ensuring their well-being and professional development. This includes creating opportunities to develop leaders within our ranks. Without them, the best technology and best thought-out policies and procedures in the world are all mere words.

Our end state

- Mission and installation customers view us as equal business partners, critical to their overall mission success.
- Proactive leadership evolves efficient and logical processes and procedures now and into the future.
- A balanced and productive workforce that has the right resources where they add value to the customer.

VISION

The Director's vision of Army Contracting Agency- Northern Region is to be the Army's premier installation and mission contracting team, customer driven and organized to train, equip, and project the Warfighter wherever needed to win our Nation's wars.

MISSION

Our central purpose and role is for our Soldiers to succeed by buying the goods and services they need. We do that by providing our customers with business advice, oversight of mission and installation contracting, acquisition management and career program management for all the Contracting Centers and Directorates of Contracting in the Army Contracting Agency Northern Region.

VALUES

The corporate values governing the Army Contracting Agency- Northern Region reflect those of the soldiers and civilians of the US Army:



- Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, our unit, and other soldiers.
- Duty: Fulfill our obligations.
- Respect: Treat people as they should be treated.
- Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before our own.
- Honor: Live up to all the Army values.
- Integrity: Do what's right, legally and morally.
- Personal Courage: Face fear, danger, or adversity (Physical or Moral).

STRATEGIC GOALS AND OBJECTIVES

The President's Management Agenda

In 2002, President Bush introduced five government-wide and nine department-specific initiatives (only three relate to Department of Defense) to create a more efficient and responsive government. They are:

1. Government-wide initiatives
 - a. Strategic Management of Human Capital
 - b. Competitive Sourcing
 - c. Improved Financial Performance
 - d. Expanded Electronic Government
 - e. Budget and Performance Integration
2. DoD Initiatives
 - a. Privatization of Military Housing
 - b. A "Right-Sized" Overseas Presence
 - c. Coordination of VA and DoD Health Care Programs and Systems

The Army Strategic Guidance 2005¹

Just as our values mirror those of the soldiers and civilians of the Army, the overarching corporate goals of ACA NR mirror those of the US Army as set forth in the Army Strategic Planning Guidance 2005:

- Train and Equip Soldiers
- Develop Leaders
- Deliver Relevant and Ready Land Power to the Combatant Commander as Part of the Joint Team

Office of the Assistant Secretary of the Army (Acquisition, Logistics & Technology)²

In addition to the Army-wide corporate goals, we are affected by and strive to support the goals and objectives of the Office of the Assistant Secretary of the Army, Acquisition Logistics and Technology (OASA(AL&T)). The goals of OASA(AL&T) are:

- Develop and institutionalize a process that provides a single integrated view of lifecycle management

¹ Army Strategic Planning Guidance 2005, downloaded on Jan 22, 2007 from <http://www.army.mil/references/APSG14Jan05.doc> .

² Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)) Strategic Plan 2004-2009, Washington, DC, September 2004 downloaded on January 22, 2007 from [http://aca.saalt.army.mil/docs/Community/StrtPln_OASA\(ALT\).pdf](http://aca.saalt.army.mil/docs/Community/StrtPln_OASA(ALT).pdf)

- Develop flexible acquisition, logistics, and technology processes to field supportable capabilities quicker (systems and system of systems)
- Shape an acquisition workforce that is poised to succeed to meet the needs of the Army
- Build and cultivate strategic partnerships and outreach to provide better products to the Soldier

Army Contracting Agency (ACA) Headquarters

As our direct headquarters, we reflect their direction and guidance. The goal of the Army Contracting Agency is to provide their customers with a substantial return on investment by using best practices to provide superior service and obtain goods and services on time and at the lowest total ownership cost for our soldiers.

The ACA vision is to “Provide world-class contracting services to Soldiers – in peace and war – anytime, anywhere!”³ and its mission is to “Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.”⁴

ACA Headquarters’ specific goals are :⁵

Goal 1 – Mission: Provide effective and efficient business solutions and innovative contracting techniques. It consists of five objectives:

- Provide high quality contracting services
- Strategic management of our socioeconomic program
- Transform the ACA by proactively aligning with our customers, acquisition community and the Army
- Develop enterprise-wide service delivery models and standard levels of service
- Implement the contingency contracting concept of support

Goal 2 – Customer Service: Provide superior customer service. It contains four objectives:

- Improve direct support to customers
- Promote strategic alliances
- Develop and maintain world-class reputation
- Improve customer education and training

³ US Army Contracting Agency Draft Strategic Plan 2006-2008, February 2006, Downloaded on January 22, 2007 through the Army Contracting Agency website at <http://aca.saalt.army.mil/Community/StratPIng.html> and selecting <https://www.us.army.mil/suite/doc/6864852>, page 12

⁴ ACA Draft Strategic Plan, page 13

⁵ ACA Draft Strategic Plan, pages 10-11.

Goal 3 – Business Processes: Continuously improve our business processes-- internal and external, local and enterprise wide. It includes four objectives:

- Improve internal administrative/communication processes, procedures, and policies
- Integrate Lean Six Sigma into our standard business processes
- Promulgate ISO 9001 certification throughout the Army Contracting Agency
- Execute strategic plan

Goal 4 – People: Ensure that we are a skilled, capable, and professional acquisition workforce. It contains four objectives:

- Develop senior contracting leaders (GS-15 and above)
- Continuously improve quality of contracting workforce
- Strategically manage recruiting and retention
- Continuously improve QOL and QOW for ACA workforce

Goal 5 – Resources: Ensure effective use of available resources to accomplish our worldwide contracting mission. It contains four objectives:

- Establish stable funding profile
- Ensure equitable distribution of resources across ACA
- Analyze and Develop reimbursable funding model
- Establish updated baseline and realign human resources

Army Contracting Agency Northern Region (ACA NR)

In order to effectively support the goals of the leadership of the Army, within the vision of ACA, we adopt mission accomplishment as our ultimate goal. Therefore, we will focus our resources and efforts to achieve these strategic goals.

- In our customer-driven organization, make customer service the responsibility of every single person in the Region.
- **Optimize our resource stewardship and workforce capacity to address current and future contracting mission requirements.**
- Establish a continuous process improvement program.
- Cultivate an innovative and vibrant workforce with highly developed leaders.

STRATEGY MAP AND BALANCED SCORECARD

To enable a clearer focus on our strategic plan and objectives, ACA NR has developed a balanced scorecard approach. The balance scorecard is a methodology developed by two Harvard Business School professors, Dr. Robert S. Kaplan and Dr. David P. Norton. They described graphic representations of the relationships within a business “system” and created a management system that ties all the systems within the organization together into a single strategic entity.

Two separate depictions are described by this management philosophy. First, a strategy map describes the value added processes within the organization and how they relate to the overall strategy of the organization.

The balanced scorecard attempts to show the interrelationships between the various internal perspectives of the organization and how its goals and objectives are tied to both the internal functions and its stated mission and values.

The ACA NR Strategic Plan and Balanced Scorecard ties directly to the balanced scorecard for ACA HQ and allows a smooth cascading of performance indicators from ACA HQ to ACA NR.

Strategy Map

To help gain a visual representation of the strategic direction of the Region, a strategy map (Figure 2) was developed. The strategy map is a management tool showing how the organization creates value through its internal processes. It provides, in a single look, what ACA NR believes it does to be successful.

The ACA NR Strategy Map clearly shows the successful accomplishment of the Region mission is a direct result of a flexible, productive highly trained workforce, at the right place to satisfy a sometimes changing customer mission.

VISION
Be the Army's premier installation and mission contracting team, customer driven and organized to train, equip, and project the Warfighter wherever needed to win our Nation's wars.

MISSION
Our central purpose and role is for our Soldiers to succeed by buying the goods and services they need. We do that by providing our customers with business advice, oversight of mission and installation contracting, acquisition management and career program management for all the Contracting Centers and Directorates of Contracting in the Army Contracting Agency Northern Region.

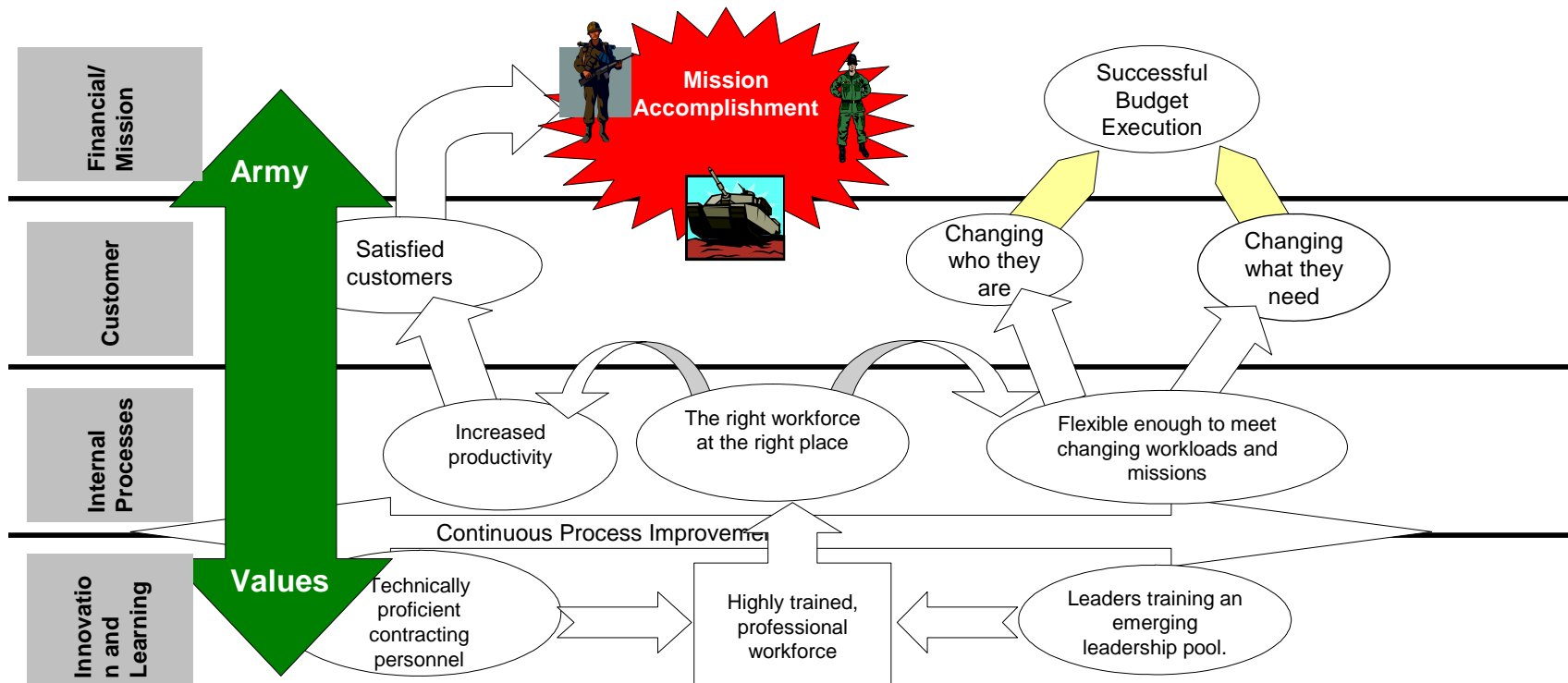


Figure 2- ACA NR Strategy Map



ACA NR Balanced Scorecard

Army Contracting: One Community Serving Our Soldiers, Serving Our Nation



Vision: To be the Army's premier installation and mission contracting team, customer driven and organized to train, equip, and project the Warfighter wherever needed to win our Nation's wars.



ARMY
VALUES

Figure 3- ACA NR Balanced Scorecard

Balanced Scorecard

The traditional balanced scorecard approach, as set forth by Drs. Kaplan and Norton⁶ seeks a balance between the perspectives of customers, finances, internal business processes and the organization's learning and growth processes. The strategic goals and objectives of the organization, then, are aligned to these perspectives.

The ACA NR Balanced Scorecard (Figure 3) adapts the traditional perspectives to more closely reflect the organization and its goals. The perspectives are: Customers, Workforce (resources), Business Processes, and Professional Development. Through these "lenses," then, progress of the organization can be noted and measured.

The ACA NR balanced scorecard shows the interdependence of these perspectives to achieve both the vision and mission of the Region. Surrounding all that we do are the Army values that govern how we act and how we treat each other.

⁶ Robert S. Kaplan and David P. Norton, "Using the Balanced Scorecard as a Strategic Management System," Harvard Business Review (January -February 1996)

Goal 1- A Customer-Driven Organization

Goal 1. Make customer service the responsibility of every single person in the Region.

To achieve this goal, ACA NR has developed this objective and actions to reach that goal:

Objective 1.0: Leverage our customer-driven organization to react quickly and dynamically to each customer, helping them become successful in their changing missions.

When we asked our leadership to list ACA NR strengths, weaknesses, opportunities and threats (SWOT), customer service was listed often as strength, threat and opportunity. The strong ties between our main customers, TRADOC, the Army Reserve and IMA, and our reputation among installation commanders and other non-ACA agencies are among the Region's strong points. Concerns about losing customers- and workload- to other competing agencies- including Army Corps of Engineers- plus the changing mission and customer base that may occur are among the weak links in our customer service "armor."

We can build on our customer service strength while negating the downside of offloading by changing our emphasis from a strict "customer focus" to becoming a customer-driven organization. What is the difference? Customer focus is strictly looking at the customer from an external viewpoint. Where is the customer located? How many dollars do they obligate each year? Do they need base operations contracting support or more complex mission contracting support?

A customer-driven organization uses a customer focus as a starting point and builds itself around the customer. For instance, understanding customer's motivation for choosing ACA NR for their contracting (when they have choices) leads to changes to the organization to attract more of their business and perhaps gaining customers with similar motivations. We also learn our customer's business functions- what are their business drivers, decision criterion, etc. Then, we build our organization- or that part that touches that particular customer- around how to maximize the customer's success by what we do. In short, our value-added to the customer is *improvement of the customer's business results*.

It is a transformation from just being a contracting store, doing procurement work for whoever comes in, to a business services office offering customers increases in effectiveness, operational readiness, or however they are measured.

From our current customers, we continue the transition to true business partners, bringing true business solutions to our customer's problems. As we progress through this process, we will eventually help our customers to measure their improving effectiveness and efficiency- and our part in it.

The first step, then, is to appraise existing relationships, seeking the value the customer sees in its relationship with ACA NR. Once determined, strategies for improving relations can be devised. Then measuring our organization activity against those factors should lead to stronger customer relationships- meaning added value to the customer. This is how an organization becomes customer-driven.

As a customer driven organization, each of our employees must understand how our customers value our organization. Encouraging feedback, to the point of making it habitual, will ensure we continue to add value to our customers. Finally, applying innovative contracting techniques and business practices will ensure both our organization and our customers continued success.

To properly and systematically address the customer service issues facing ACA NR, we will take the following actions:

1. Identify and improve our value to our customers
 - a. Identify strength of customer relationships
 - i. Develop a "customer satisfaction" rating that uses a random customer survey to gauge our customer relationships.
 - b. Enlist LNO's in developing a customer value survey across the Region
 - i. Learn customer requirements of us
 - ii. Exploring areas for improvement
 - iii. Define possible solutions
 - iv. Prioritizing opportunities.
 - v. Determine measures of customer value and monitor them regularly
2. Increase customer focus of personnel
 - a. Require all ACA NR personnel to receive Customer Service training either in-house, through the ACA Customer Service Excellence Workshop or other training opportunity.
 - b. Encourage ICE reports and respond to them when received

Figure 4- Interactive Customer Evaluation (ICE) Card

- c. Include a specific request for ICE comments during follow-ups. Suggest a formal ICE follow-up after every action undertaken- contract signed, COR training taught, etc.
- d. Send out random surveys from ACA NR to customers, provide feedback, and monitor for results.
- e. Encourage proactive customer interaction throughout the Region
 - i. Customer appreciation days, cross training opportunities, etc.
 - ii. Increase emphasis of contracting as the business advisor
- 3. Identify and leverage innovative business solutions to ensure our contractor's success.

Measuring customer service is difficult at best. However, to monitor progress in customer service, we will measure:

- 1. The strength of customer relationships:
 - a. Customer satisfaction rating. See above.
 - b. Customer value. See above.
 - c. Add detailed interview questions to CMR teams to assess the strength of relationships with customers at each installation. At the same time discuss offloading and other opportunities lost by the Center or DOC.
- 2. Our level of customer service:
 - a. Percent of personnel attending ACA Customer Service Excellence Workshop (goal is 100 percent attendance).
 - b. Count and track the number of ICE reports. Look for increasing numbers and increasing scores. The Region-wide customer satisfaction goal is 90 percent.
 - c. Review results of random customer surveys. Watch for trends.

Analysis of customer service measures may lead to adjustments in training, resources, technology, or capacities to maintain acceptable levels of customer service support

Goal 2- Optimized Resources

Goal 2. Optimize our resource stewardship and workforce capacity to address current and future contracting mission requirements.

To meet this strategic goal, we have established this objective:

Objective 2.0: Organize our efficient and proactive contracting core competencies and resources into a balanced workforce supporting Army transformation and sustainment efforts.

One of the top ranked strengths of ACA NR in our SWOT analysis is our skilled and experienced workforce. However, resources- workload management and staffing- and similar issues rank high as both threats and weaknesses. In addition, uncertainties over the implementation of the National Security Personnel System (NSPS) create further workforce issues.

In dealing with these issues, ACA NR must face these issues:

- What strategies and resources are needed to ensure that our future workforce competency/capability requirements are met?

To properly and systematically address resource needs of the future, ACA NR will take the following actions:

1. Benchmark and validate the organization's critical functions across the Region. This creates an accurate description of the work being performed.
 - a. Identify the influences affecting workforce capabilities, including workload and competencies, and staffing levels.
 - b. Identify workforce mismatches (TDA overages/shortages, projected TDA overages and shortages)
 - c. Work with Centers, DOC's and customers to achieve balances.
 - d. Work with Centers and DOCs to ensure timely budget planning and execution occurs throughout the budget cycle.
2. Continue to provide workforce communications to ease concerns
3. Develop ACA NR implementation plans when personnel system changes are mandated by OSD and Army.
4. Develop a strategic recruitment, training, and retention plan to continuously maintain workforce capacity to perform as an effective customer-driven organization.

It has been said that “you get what you measure.” Therefore it is important to determine appropriate methods to measure progress. To ensure resources are properly deployed throughout the Region, we will measure:

1. Percent of centers and DOC's at recommended TDA levels.
2. Costs per transaction (or dollars obligated) associated with workload/staffing
3. Develop a model (if not identified in the Study mentioned above) that accounts for dollars, transactions, and complexity or types of actions.
4. Measuring workload balance may also be a function of observing trends in amount of overtime and compensatory time (both documented and undocumented) being used
5. Measure and report budget execution rates throughout the year.
6. Use any other measures that are appropriate.

Goal 3- Continuous Business Process Improvement

Goal 3. Establish a continuous process improvement program to create a more efficient business environment.

To meet this goal, we have established this strategic objective:

Objective 3.0: Cultivate a corporate culture that embraces continuous process improvements and applies them to our core business processes throughout the procurement cycle, to include the principles of Lean Six Sigma.

Looking into the corporate mirror that is our SWOT analysis, it is apparent that control over the process of procurement is an issue that is both a weakness and threat. However, the opportunity of making improvements also ranked high. This goal formalizes process improvement within our organization.

Over the last several years, many commands within the Navy, Marines, Army, and Air Force have implemented "Lean Six-Sigma" improvement programs at their activities to improve productivity, efficiency, and quality.⁷ While both "lean" and "six sigma" methods originally were intended to improve manufacturing processes, their principles are being embraced throughout industry to improve many types of processes, including transactional-type processes, which includes procurement functions.

Lean Six-Sigma combines two separate but complementary process improvement methods. Both are also complementary to a customer driven-organization

"Lean" is a philosophy and ongoing effort to reduce waste throughout every process. Waste elimination equates to increased process speed.⁸ This means lower cycle times and increased throughput.



Figure 5- Six Sigma was developed by Motorola, Inc.

Six-Sigma is a business improvement process that continually strives for perfection (actually it reflects a defect rate of 3.4 defects out of every 1 million "opportunities" for causing a defect which is virtually "zero defects"). First developed by Motorola, Inc., the focus is to reduce defects by using a methodology called DMAIC:

- Defining a problem,
- Measuring it,
- Analyzing its causes,
- Improving the problem, and ultimately
- Controlling the corrected process

⁷ Department of Defense Transformation Website, "Naval Sea Systems Command Participates in Lean Effort" <http://www.dod.gov/transformation/articles/2005-02/ta020905a.html>

⁸ Lean Six Sigma Basics, US Army Materiel Command, <http://www.amc.army.mil/LEAN/page.aspx?id=0>, downloaded 3/28/2005.

The resulting process is one that is customer-driven, delivering consistent, high quality products at lower cycle times. The Six-Sigma improvement methodology includes these steps:

1. Measure our performance of customer requirements and expectations.
2. Create specific and continuing policies to reduce variation in existing processes that cause failures to conform to customer requirements
3. Create new innovative processes to specifically meet customer requirements and expectations
4. Repeat steps 1 through 3 continuously as necessary to sustain customer value over the long term.

To implement process improvements throughout the Region, ACA NR will take the following actions:

1. Stand-up a formal process improvement program within the Region.
 - a. Ensure ACA NR headquarters staff, Center Directors' and DOC's commitment by requiring course completion of the Lean Six-Sigma modules of the DAU Continuous Learning Center.
 - b. Encourage further commitment by establishing ACA NR headquarters-level proponent(s) for Lean Six-Sigma, including training them up to the level of Six-Sigma black belt.
 - c. Develop proponents within Contracting Centers and DOC's as well.
 - d. Blend the process improvement-related Lean Six-Sigma methods with the quality management (and documentation) methods of the ISO-9000 certification process. Adding such a high-value credential to the ACA NR organization lends considerable credibility to the organization among our customers, potential customers, and other agencies.
2. Plan and hold Lean Six-Sigma events for all individuals in the Region (in-person, VTC or conference call) to kick off the program and to create momentum throughout the year. One type of initial event might be a "Process Improvement Roadshow" to kick-off the program to the field while indicating the level of commitment from the ACA NR headquarters.
 - a. Include basic principle training (or ACA NR-specific topics) or require specific DAU modules be completed in advance.
 - b. Encourage the identification of processes for improvement that have waste (in time or resources) and/or high defect rates.
 - c. Announce a series of regular Video Tele-Conferences (or other events) to encourage process candidates to be identified throughout the year and show progress and results of past processes that have been improved.
3. Plan to conduct four Lean Six Sigma events to meet the requirements of the Director, Army Acquisition Corps. This requirement is for each acquisition workforce member to participate in two Lean Six Sigma events each year and for leaders to sponsor at least four events (one per quarter) and to participate in two events each year.⁹

⁹ Director, Army Acquisition Corps (AAC) Guidance Memorandum #1, 22 Dec 2006.

4. Shape corporate processes by establishing a formal process to share best practices, lessons-learned, and process improvement techniques developed by subordinate ACA NR DOCs and Centers.

To ensure a culture that is focused on improving processes, measuring the progress is vital. We will monitor our progress by measuring:

1. The number of processes identified and improved over time, including the amounts of waste/defects identified and reduced.
2. The number of employees that are trained in Lean Six-Sigma principles:
 - a. Number that have taken DAU course modules
 - b. Numbers that are enrolled-in and completed certification programs for Lean and Six-Sigma methodologies.
 - c. In addition, both Lean Six-Sigma and ISO 9000 methodologies measure processes and progress. Therefore, we will use those methodologies to further measure our progress and to show improvement in our processes.
 - d. Look for opportunities for process and automated systems improvement by flow-charting current processes.
3. The number of Lean Six Sigma events leaders sponsor (standard is four per year) as well as the number of events each acquisition workforce member participates in throughout the year (the standard is two per year).
4. How well the workforce meets current contracting-related goals and objectives and success in improving progress on those goals:
 - a. Socio-economic preference goals set by the Region and higher authorities
 - b. Performance-based service contracting goals set by the Region and higher authorities.
5. The overall quality of contracts issued and administered throughout the Region.
 - a. The following are indicators of quality contracts. These indicators are based on the results of input from the DOCs and Centers, plus some installation analyst and other input.
 - i. Straightforward contract administration that results in superior contractor performance and minimal modifications or claims.
 - ii. A complete and accurate requirements package that is properly funded.
 - iii. Effective and proactive acquisition planning that meets the goals of all stakeholders- requiring activity, contracting, and socio-economic and small business programs.
 - iv. Compliant, well-documented and innovative contracting solution to customers' needs.
 - v. A timely and responsive, customer - focused contracting experience.
 - vi. Evidence of excellent collaboration efforts with all stakeholders.
 - vii. Resultant price reflects effective stewardship of scarce Army resources.
 - viii. Resistant to disputes and protests

- ix. Contract crafted by experienced and dedicated contracting professionals.
 - x. Timely, effective and well-documented market research
- b. The metrics used will reflect metrics being established for the ACA Strategic Plan IPT.
- c. Additional metrics will be identified to measure Region-specific concerns.

Goal 4- Professional Development

Goal 4. Cultivate an innovative and vibrant workforce with highly developed leaders.

To meet this goal, we have established this objective:

Objective 4.0: Supporting our experienced and dedicated workforce while building leaders will create better personnel capabilities for the future.

Our experienced and professional workforce was identified as one of the most significant strengths of ACA NR during the SWOT analysis. These employees have benefited from the Defense Acquisition Workforce Improvement Act of 1990 (DAWIA).¹⁰ This legislation called for increased training and professionalism for a workforce that, according to the Packard Commission, was "undertrained, underpaid, and inexperienced."¹¹ That commission further noted that "it is vitally important to enhance the quality of the defense acquisition workforce -- both by attracting qualified new personnel and by improving the training and motivation of current personnel."

Since the beginning of DAWIA-mandated changes, the acquisition workforce is greatly improved. As expected, there was an initial flurry of effort to recruit better-educated acquisition personnel and create opportunities for current personnel to improve their education level. However, there are still ACA NR personnel that have not taken advantage of those opportunities to improve themselves and, by extension, our Region.

The other three goals of having a customer-driven organization, achieving a balanced workforce and continually improving processes all depend on the ability of our workforce to devise and implement unique and sometimes groundbreaking solutions. To do so means being exposed to new ideas and being free to try them.

A regular routine of self-directed professional development- whether a professional reading program, attendance and/or participation in professional organizations, or other activities- presents new ideas to the workforce. Empowering supervisors to prudently manage risk can lead to more dynamic, innovative solutions.

The result is a well-trained, dedicated workforce that is empowered to implement novel solutions to changing mission and customer requirements.

¹⁰ "The intent of DAWIA is to make members of the acquisition workforce professional... by meeting the requirements for acquisition education, training, experience, and tenure provided for under DAWIA." (Price, Keith, Acquisition Review Quarterly, Fall 1996, page 99, downloaded 3/23/2005 from <http://www.dau.mil/pubs/arq/94arq/snide.pdf>.)

¹¹ Packard Commission quoted in TITLE XII--Defense Acquisition Workforce, Overview, downloaded from http://www.acq.osd.mil/dpap_archive/policy/titlexii.htm on 28 March 2005.

“Everyone in the Army has a leadership role.”

In addition to developing a professional workforce, the Army has a commitment to developing leaders. One of the basic tenants in The Army Strategic Planning Guidance of 2005 is to develop leaders. Within ACA NR, the leaders of today’s and tomorrow’s Army work and will eventually move up to positions of increasing responsibility. Therefore, it is our charge to create the opportunities for them to flourish.

The Army has a plan and progression for the development of leaders throughout their careers.¹² Outlined in the Leader-Development Model and the Civilian Leadership Training Common Core,¹³ course and experience career waypoints- both mandatory and desirable- are mapped out for everyone within the contracting career program.

To ensure an increasingly energetic and innovative workforce- including an evolving leadership role- ACA NR will undertake the following actions:

1. Encourage increasing levels of higher education by:
 - a. Requiring DAWIA specific education levels¹⁴ for all 1102 employees or evidence of on-going coursework toward that goal (regardless of experience level) for promotion to higher grade.
 - b. Encourage other interested ACA NR employees to take additional higher education coursework
 - c. Continue to promote opportunities for further education to meet the DAWIA requirements including the Army Tuition Assistance Program (ATAP).
 - d. Regularly track and report education attendance and leadership training completion.
2. Encourage increased professional self-development¹⁵, including:
 - a. Providing annual continuous learning training which requires contracting professionals to receive 40 hours of continuing professional training per year (80 hours within two years)
 - b. Requiring proper contracting certification level for positions held.¹⁶

¹² Army Civilian Training, Education, and Development Systems (ACTEDS) Plan for Department of Army Contracting and Acquisition (CP-14), downloaded from http://cpol.army.mil/library/train/acteds/CP_14/cp14_letter.html on 28 March 2005.

¹³ ACTEDS website, http://cpol.army.mil/library/train/acteds/CP_14/sec07.html.

¹⁴ “Completed a bachelor’s degree from an accredited educational institution authorized to grant baccalaureate degrees plus completed at least 24 semester credit hours of study from an accredited institution of higher education in any of the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management...” (DAWIA downloaded 3/23/2005 from <http://www.defenselink.mil/nii/bpr/bprcd/6021u2.htm> .

¹⁵ From the ACTEDS, Appendix J, Master Training Plan and Career Path, 1102 Series, downloaded on 28 March 2005 from http://cpol.army.mil/library/train/acteds/CP_14/appj.pdf.

¹⁶ Director, Acquisition Career Management (Oct. 12, 2006), Enforcement of Mandatory Certification Requirements Relating to Acquisition Workforce and Corps Members, memorandum calls for incremental increases in percentage of proper certification of acquisition personnel to 75 percent by Oct 2009.

- c. Professional association attendance and/or participation (NCMA¹⁷, NIGP¹⁸, Toastmasters¹⁹, etc.) and obtaining professional licenses and certifications (CFCM, CPCM, etc.)
- d. Increase opportunity for and create rewards for achieving professional certifications
- e. Cross train in another professional field, i.e. logistics, program management, etc.
 - i. Only after achieving a level 3 certification in contracting, plus meeting the education requirements of DAWIA, regardless of experience level.
- 3. Proactively plan and track progress for a leadership track for all contracting employees²⁰
 - a. Identify leadership courses and assignment opportunities across all grade levels
 - i. Ensure opportunities exist to complete courses and assignments identified
 - b. Track progress leadership training and assignments across grades

To measure success of our workforce and leadership development efforts, we will track:

- a. Percent of workforce that meets or exceeds DAWIA education requirement
- b. Percent of workforce with professional association membership
- c. Percent of workforce with appropriate certification levels
- a. Percent of workforce with professional certifications
- d. Percent of work force with multiple career fields
- e. Percent of workforce that are on track with leadership training
- f. Percent of workforce that have completed their 80 CLP's over a two year period.

To measure the effectiveness of the training and development, we will track:

- a. The number of progressive/innovative awards submitted by Center Directors and DOC's and the number that were won.
- b. The number of customer-initiated awards presented to individuals, teams/branches/divisions or offices.

¹⁷ National Contract Management Association. For more information and chapters throughout the ACA NR, see <http://www.ncmahq.org>.

¹⁸ National Institute of Governmental Purchasing, Inc. For more information and chapters throughout ACA NR, see <http://www.nigp.org/>.

¹⁹ Toastmasters International. For more information and a club meeting within the ACA NR, see <http://www.toastmasters.org/>.

²⁰ The Civilian Education System (CES) replaces a disorganized collection of leadership classes into a formal leadership track consisting of a Foundation Course taken as a newly hired employee and progressing through Basic, Intermediate and Advanced courses. More information is available at the Army Management Staff College CES website at <http://www.amsc.belvoir.army.mil/ces.php>

Appendix I Strategic Action Plans

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Goal 1: In our customer-driven organization, make customer service the responsibility of every single person in the Region.

Objective 1.0: Leverage our customer-driven organization to react quickly and dynamically to each customer, helping them become successful in their changing missions.

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 1.1. Identify and improve our value to our customers						
Action 1.2. Identify the strength of customer relationships	(a) Customer satisfaction rating (b) Lost customers				(1) Develop a customer satisfaction rating to track same-customer obligations over time (2) Identify lost customers/opportunities (include offloading)	
Action 1.3. With LNO's, develop customer value survey across the Region	(a) Customer Value survey results				(1) Develop survey to learn customer requirements of us, explore areas for improvement, define possible solutions, and prioritize opportunities. (2) Regularly monitor our value to customers	
Action 1.4. Analyze results and suggest improvements						

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Goal 1: In our customer-driven organization, make customer service the responsibility of every single person in the Region.

Objective 1.0: Leverage our customer-driven organization to react quickly and dynamically to each customer, helping them become successful in their changing missions.

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 2.1. Increase customer focus of personnel	Percent of personnel who have attended Service training				Require all ACA NR personnel to attend Customer Service training.	
Action 2.2. Encourage ICE reports	Number of ICE reports				Look for increasing numbers while keeping average scores high.	
Action 3.0. Send out random customer surveys (or expand CMR customer interview process)	a) Number of responses b) Percent favorable				Count survey results; use to provide feedback in addition to ICE reports.	
Action 4.0. Encourage proactive customer interaction	Number of customer appreciation day/ events				(1) Plan customer appreciation days and other events to get together with customers. (2) Increase emphasis of contracting as the business advisor	

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Goal 2. Optimize our resource stewardship and workforce capacity to address current and future contracting mission requirements.

Objective 2.0. Organize our efficient and proactive contracting core competencies and resources into a balanced workforce supporting Army transformation and sustainment efforts.

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 1.0. Use soon-to-be completed Comparative Staffing Analysis and Assessment Study	(a) Cost per transaction per FTE (or similar)				(1) Use as a benchmark to identify and validate the organization's critical functions across the region. (2) Identify influences affecting the workforce capabilities, including workload, competencies, and staffing levels. (3) Develop a model (if not identified in the Study) to account for dollars, transactions and complexity or types of actions.	
Action 2.0. Monitor budget planning and execution	(a) Budget execution rate (budget executed monthly) divided by (total budget/12)				(1) Work with Centers and DOCs to ensure timely that budget planning and execution occurs throughout the budget cycle	
Action 3.0. Develop an personnel system implementation plan.	Percent of supervisors that have completed training				(1) Provide personnel change-specific communications to ease concerns. (2) Train supervisors in to both perform personnel functions and to help answer employee questions and concerns regarding the new system.	

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 4.0. Identify workforce mismatches.	(1) TDA Overages/shortages (2) Projected TDA overages and shortages					
Action 4.1. Work with centers to achieve balances.	(see above measures) Also, view trends in overtime and compensatory time used				Use technology as an enabler to achieve “virtual balances” when physically relocating employees is not a valid option.	
Action 4.2. Work with other agencies to “trade” workloads to create better matches where feasible.						

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Goal 3: Establish a continuous process improvement program to create a more efficient business environment.

Objective 3.0. Cultivate a corporate culture that embraces continuous process improvements and applies them to our core business processes throughout the procurement cycle, to include the principles of Lean Six Sigma.

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 1.0. Stand up a formal process improvement program						
Action 1.1. Train supervisors and employees in Lean Six Sigma methods.	(a) Percent completion of DAU courses (b) PARC-level proponent identified (c) Center and DOC proponents identified (d) Numbers enrolled in and completing certification programs for Lean Six Sigma				(1) Require course completion of ACA NR managers of the Lean Six Sigma DAU modules. (2) Establish a PARC-level proponent for Lean Six Sigma (3) Develop proponents in Centers and DOC's	
Action 1.2. Plan and hold a Lean Six Sigma region-wide event to kick-off the program.	(a) Attendance at event (b) Number of processes identified for improvement at Kick-off Event (c) Processes improved and results shared with rest of Region				(1) Plan VTC or road show events to indicate level of ACA NR commitment to continuous improvement. (2) Topics include Basics of Lean Six Sigma, mini-brainstorming session to identify processes that have waste and or high defect rates.	

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 2.0. Continue to identify Lean Six Sigma events and projects throughout the Region	(a) Number of processes identified for improvement (b) Savings due to Lean Six Sigma projects (c) Lean Six Sigma events completed at DOCs and Centers.				(1) Report progress/results of previous actions and identify further candidates for improvements.	
Action 3.0. Ensure success in contracting-related goals and objectives.	(a) Percent of contracts meet socio-economic and PBSA goals.				(1) Use business intelligence system to collect data and report to Region regularly. (2) Notify DOCs and Centers of out-of-compliance performance.	
Action 3.1 Ensure improving levels of quality contracts.	(a) Use soon to be released ACA Strategic Plan metrics for quality contracts					

ACA NR STRATEGIC ACTION PLAN

(2005-2015)

Goal 4: Cultivate an innovative and vibrant workforce with highly developed leaders.

Objective 4.0. Supporting our experienced and dedicated workforce while building leaders will create better personnel relations for the future.

Action	Performance Measures (Drivers)	Targets			Action Steps	Proponent
Action 1.0. Encourage increasing levels of higher education	(a) Percent of employees that meet DAWIA education requirements (b) Percent of employees that are currently enrolled/attending higher education courses				(1) Require DAWIA-specific education levels for all 1102 personnel- regardless of experience level- for promotion to higher grade. (2) Encourage other employees to take higher education coursework (3) Continue promoting opportunities for further education including the ATAP.	
Action 2.0. Encourage increased professional self-development	(a) Percent meeting 80 CLP's per two year period (b) Percent of workforce with professional association membership (c) Number of employees with professional certifications (d) Percent of workforce with multiple certifications.				(1) Provide annual continuous learning training (80 hours within 2 years) (2) Ensure proper certification for positions held (3) Encourage professional association membership and attendance (4) Increase opportunity for/create rewards for achieving professional certifications (5) Once level 3 in contracting achieved, encourage multiple field certifications	
Action 3.0. Proactively plan and track progress for leadership track for all contracting employees	Percent of workforce on track with leadership training				(1) Identify leadership courses and assignment opportunities across all grade levels (2) Track progress	

Appendix II Performance Action Plans

Goal 1- A Customer-Driven Organization

Goal 1. Make customer service the responsibility of every single person in the Region.

Objective 1.0: Leverage our customer-driven organization to react quickly and dynamically to each customer, helping them become successful in their changing missions.

	Measure	Goal	Frequency	Initiator
The strength of customer relationships				
Customer satisfaction rating	Same-year obligations (last year to this, for instance) by customer	No unexplained losses	Semiannually (depending on funding status)	BI can provide this in report form to be run whenever needed.
Customer attrition or customers/opportunities lost.	Dollars and contract type lost		Quarterly	Center Directors and DOC's (supplemented with CMR interviews)
Customer value	Customer Barometer reading ²¹	100	Quarterly	LNO's
CMR Customer interviews		Each customer	Each CMR	Installation analyst
Our level of customer service				
Personnel attending Customer Service training	Percent of personnel competing	100	Quarterly	Center Directors and DOC's
Count and track the number of ICE reports	Number and scores of ICE reports	90% and increasing numbers	Quarterly	ICE coordinator
Random customer surveys	Amount of satisfaction	Extremely satisfied	Periodically	Debbie Price/LNO's

²¹ Each LNO will provide a general, probably subjective, rating of our value to them in accomplishing their mission. This will be a scored rating between 1 and 100 (100 percent being an extremely valuable partner in our customer's success).

Goal 2- Optimized Workforce Capacity

Goal 2. Optimize our resource stewardship and workforce capacity to address current and future contracting mission requirements.

Objective 2.0. Organize our efficient and proactive contracting core competencies and resources into a balanced workforce supporting Army transformation and sustainment efforts.

	Measure	Goal	Frequency	Initiator
Centers and DOC's at recommended TDA levels.	Percent of Centers and DOC's at recommended levels	100%	Quarterly	Centers and DOC's
Costs per transaction associated with workload/staffing	Costs per transaction		Quarterly	BI report
Develop a model that accounts for dollars, transactions, and complexity or types of actions.				
Measuring amount of overtime and compensatory time being used	Overtime and Comp Time Hours and percent of total FTE	No overtime required to complete mission needs	Quarterly	RM shop?
Any other appropriate measures.				

Goal 3- Continuous Business Process Improvement

Goal 3: Establish a continuous process improvement program to create a more efficient business environment.

Objective 3.0. Cultivate a corporate culture that embraces continuous process improvements and applies them to our core business processes throughout the procurement cycle, to include the principles of Lean Six Sigma.

	Measure	Goal	Frequency	Initiator
Processes identified and improved over time	<ul style="list-style-type: none"> ▪ The number of processes identified and improved over time ▪ The amount of waste/defects identified and reduced. ▪ Number of process improvement items adopted for implementation 	___Processes identified each reporting period	Quarterly	
Lean SixSigma trained workforce	<ul style="list-style-type: none"> ▪ Number that have taken DAU course modules ▪ Number enrolled-in and completed certification programs for Lean and Six-Sigma methodologies. 	As many as practical	Quarterly	
Lean SixSigma Events	<ul style="list-style-type: none"> ▪ Number of leader-sponsored events ▪ Number of events participated in by each acquisition workforce employee each year 	Four (One per quarter) Two per year	Quarterly	
Achievement of mandated socio-economic goals	Percent of obligations that are awarded to small business preference contractors			Bruce Cogossi
	Small business awards			Bruce Cogossi
	Small disadvantaged businesses			Bruce Cogossi

	HBCU/MI			Bruce Cogossi
	HUB Zone			Bruce Cogossi
	SDVOSB			Bruce Cogossi
	Veteran-owned			Bruce Cogossi
Achievement of mandated performance-based service contracting goals	Percent of eligible service contracts that are performance-based.	40 %		Bruce Cogossi

Goal 4- Professional Development

Goal 4. Cultivate an innovative and vibrant workforce with highly developed leaders.

Objective 4.0: Supporting our experienced and dedicated workforce while building leaders will create better personnel capabilities for the future.

	Measure	Goal	Frequency	Initiator
Workforce that meets or exceeds DAWIA education requirement	Percent of workforce that meets or exceeds DAWIA education requirement	100%	Quarterly	Center Directors/DOC's and Linda Padgett
Workforce with professional association membership	Percent of workforce with professional association membership	Increasing numbers	Quarterly	Center Directors/DOC's and Linda Padgett
Workforce with appropriate certification levels	Percent of workforce with appropriate certification levels	Increasing numbers	Quarterly	Center Directors/DOC's and Linda Padgett
Workforce with professional certifications	Percent of workforce with professional certifications	Increasing numbers	Quarterly	Center Directors/DOC's and Linda Padgett
Work force with multiple career fields	Percent of work force with multiple career fields	Increasing numbers	Quarterly	Center Directors/DOC's and Linda Padgett
Workforce on track with leadership training	Percent of workforce that are on track with leadership training	100%	Quarterly	Center Directors/DOC's and Linda Padgett
Workforce completes their 80 CLP's over a two year period.	Percent of workforce that have completed their 80 CLP's over a two year period.	100%	Quarterly	Center Directors/DOC's and Linda Padgett
Effectiveness of the training and development				
Progressive/innovative awards submitted by Center Directors and DOC's.	The number of progressive/innovative awards submitted by Center Directors	Increasing numbers	Quarterly	Center Directors/DOC's and Linda Padgett

	and DOC's and the number that were won.			
Customer-initiated awards presented to individuals, teams/branches/divisions or offices.	The number of customer-initiated awards	Increasing numbers	Quarterly	Center Directors/DOC's and Linda Padgett